



VCU Board of Visitors

**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
UNIVERSITY RESOURCES COMMITTEE
March 22, 2017 – 11:00 a.m.**
James Branch Cabell Library
901 Park Avenue – Room 311
Richmond, Virginia**

AGENDA

- Call to order Mr. Rick Wagoner, Chair
- Approval of minutes Mr. Wagoner
(December 8, 2016)
- Introductions and Dashboard Review Mr. Wagoner
- Government Relations Mr. Matthew Conrad
- Public Relations and Marketing Ms. Pam Lepley
Communications
- Development and Alumni Relations Ms. Marti Heil
 - Campaign Update
- CLOSED SESSION – *Freedom of Information Act Sections 2.2-3711 (A)(8)*
 - Named Fund and Spaces Report Ms. Heil
 - Approved Named Funds Under \$50,000 Ms. Heil
 - Top Gifts Mr. Chris Ritrievi
- RETURN TO OPEN SESSION
 - Resolution of Certification Ms. Terry Clark
- Adjournment Mr. Wagoner

**** All start times for Committees and the Board are approximate only. Meetings are sequential in the order appearing. Meetings may begin either before or after the listed approximate start time as committee members are ready to proceed.**

MINUTES FROM DECEMBER 8, 2016 MEETING



**BOARD OF VISITORS
UNIVERSITY RESOURCES COMMITTEE**

5:00 P.M.

DECEMBER 8, 2016

JAMES CABELL LIBRARY

901 PARK AVENUE, ROOM 311, RICHMOND, VIRGINIA

MINUTES

DRAFT

COMMITTEE MEMBERS PRESENT

Rev. Tyrone E. Nelson, Vice Chair
Mr. H. Benson Dendy III
Mr. Robert D. Holsworth
Mr. Ron McFarlane
Dr. Carol S. Shapiro

COMMITTEE MEMBERS ABSENT

Mr. G. Richard Wagoner Jr, Chair

BOARD MEMBERS PRESENT

Mr. William M. Ginther

OTHERS PRESENT

Dr. Michael Rao, President
Ms. Michele N. Schumacher, J.D., Board Liaison and Assistant to the President
Ms. Madelyn Wessel, University Counsel
VCU Staff

CALL TO ORDER

Rev. Tyrone E. Nelson, Vice Chair, called the meeting to order at 5:05 p.m.

APPROVAL OF MINUTES

Rev. Nelson asked for a motion to approve the minutes of the September 15, 2016 University Resources Committee, as published. After motion be duly made and seconded the minutes of the September 15, 2016 University Resources Committee were unanimously adopted. A copy of the minutes can be found at on the VCU website at the following webpage <http://www.president.vcu.edu/board/committeeminutes.html>.

REPORTS AND RECOMMENDATIONS

Government Relations

Mr. Matthew Conrad, Executive Director of Government Relations, provided an update on several items including, progress in state research initiatives; outcomes of the 2016 elections; Governor McAuliffe's Budget and the current state of revenues for the Commonwealth and its impact on the 2017 Virginia General Assembly Session; the progress of VCU's participation in the 2016 research initiatives adopted by the Virginia General Assembly. He noted that Governor McAuliffe is expected to introduce his budget proposal to the General Assembly on December 16, 2016, that will likely include an up to 7.5% reduction to higher education budgets statewide. Mr. Conrad also reminded the Committee that the short session of the Virginia General Assembly begins on January 11, 2017.

University Relations

Ms. Pamela D. Lepley, Vice President for University Relations, provided a summary of communications highlights since the September 2016 meeting. She noted that the earned, owned and social media metrics are for the most part on track; delivery of paid media impressions is on track; and digital advertising is performing very well with click through rates that are 6 to 8 times the industry average. Ms. Lepley also stated that University Relations in collaboration with the Division of Development and Alumni Relations successfully launched the branding and integrated communications for VCU's most ambitious fundraising campaign. This included developing a comprehensive internal and external communications plan that includes public relations, events, social media and paid media. The creative strategy is shared with our Make it Real recruitment campaign to leverage media impressions across a limited media budget.

In addition, Ms. Lepley informed the Committee that central communications development, implementation and support of university level initiatives is underway, specifically noting the following initiatives: University Budget and HR Redesign initiatives; the VCUHS and VCU master facility plans; the Diversity and Inclusion Strategic Plan; the Comprehensive Campaign; and the University Strategic Plans.

Development and Alumni Relations

Ms. Marti K.S. Heil, Vice President for Development and Alumni Relations, provided a summary of fundraising activities since September, specifically noting that the 3 day kick-off of the University's campaign was a success, including a gala and a distinguished alumni panel, that was very well attended. She stated that the campaign total stands today at \$450.2M of the \$750M goal. In addition, she informed the Committee that 23 new endowed chairs and professorships have been established and that 167 new endowed scholarships have been established. Ms. Heil also noted that Alumni giving is up 27.9% over this time last year and that the total donors, to date, to the Make It Real campaign is more than 71,600.

CLOSED SESSION

Rev. Nelson asked for a motion to convene a closed session pursuant to Sections 2.2-3711 (A)

(8) of the Virginia Freedom of Information Act for the discussion of gifts, bequests, and fund-raising activities of the University, specifically Named Fund and Spaces Report and the Named Funds Under \$50,000 Report. After motion duly made and seconded the motion was unanimously adopted.

RECONVENED SESSION

Following the closed session, the public was invited to return to the meeting. Rev. Nelson called the meeting to order. On motion duly made and seconded the following resolution of certification was approved by a roll call vote:

Resolution of Certification

BE IT RESOLVED, that the joint meeting of the Finance, Budget and Audit Committee and the Board of Visitors of Virginia Commonwealth University certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Committee of the Board.

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Dr. Carol S. Shapiro, Secretary	X	
Mr. H. Benson Dendy III	X	
Mr. William M. Ginther	X	
Dr. Robert D. Holsworth	X	
Mr. Ron McFarlane	X	
Rev. Tyrone E. Nelson	X	

All members responding affirmatively, the resolution of certification was unanimously adopted.

Rev. Nelson then asked for a motion to recommend to the Board approval of the Named Funds and Spaces Report as presented in closed session. After motion duly made and seconded the Committee approved the motion to recommend to the Board of Visitors approval of the Named Funds and Spaces Report as presented in closed session.

ADJOURNMENT

There being no further business, Rev. Tyrone Nelson adjourned the meeting at 6:00 p.m.

DASHBOARD

Virginia Commonwealth University

Board of Visitors, University Resources Dashboard

2017

Issue	Quest Theme	Owner	2017 Goal	Progress toward Goal	% Progress toward goal	Risk	Notes
Value of New Gifts and Pledges	V	DAR	95.0	52.10	55%	Yellow	
Percentage of Alumni giving	V	DAR	6%	4.34%	72%	Yellow	
Total number of members in the alumni association in FY	V	DAR	13,054	10,513	81%	Green	
Earned Media Hits (total)**	V	UR	30,000	20,396	68%	Green	
Earned Media Impressions (B)	V	UR	48	28.6	60%	Green	
Media Coverage Tone (positive/neutral)**	V	UR	92%	86.1%	<i>below</i>	Yellow	
VCU Social Media Engagement (M)	V	UR	6.00	2.20	37%	Yellow	
MIR Recruitment and Comprehensive Campaign paid media impressions, all channels (M)	V	UR	106.7	81.0	<i>On Track</i>	Green	

Footnotes:

Government Relations does not use benchmark data to measure success of activity or progress toward goals.

**Percentage of positive and neutral articles vs. negative.

Overall PR standard 75-80%

GOVERNMENT RELATIONS

**Board of Visitors Executive Summary
March 2017**

PRESENTATION TITLE: Government Relations	
Presenter Name and Title: Matthew Conrad, Exec. Dir. of Gov't and Board Relations; Karah Gunther, Exec. Dir. Of Gov't Relations and Health Policy	
Responsible University Division: Government Relations BOV Committee: University Resources Committee	
Quest Theme(s) and Goal(s) to be Addressed:	
Key Presentation Messages [Limit presentation to 5 min]	1. Recap of 2017 General Assembly Session 2. Federal Update
Governance Implications	
Governance Discussion Questions	1. 2. 3.
Next Steps for Management (Responsible Division Head; Timeframe for Action)	
Next Steps for Governance (Responsible Board Member; Timeframe for Action)	

Government Relations Pre-read Materials

- I. Recap of 2017 General Assembly Session
 - a. Higher Education
 - i. Legislation – Tuition, In-state/Out-of-state, procurement, use of tuition for financial aid
 - ii. Budget –Differentiated reductions by institution, faculty and classified staff merit increases funded by the Commonwealth
 - b. Health Care
 - i. Mental Health/Substance Abuse, including requirements around opioid prescribing
 - ii. Inmate Health Care – further belt-tightening to inmate health care budgets by localities and state DOC
 - iii. Upcoming workgroups:
 - 1. Certificate of Public Need
 - 2. Joint Subcommittee for Health and Human Resources Oversight
- II. Federal Update
 - a. National Endowment for the Arts (NEA) funding
 - b. Affordable Care Act Repeal and Replacement

Public Relations and Marketing Communications

**Board of Visitors Executive Summary
March 2017**

PRESENTATION TITLE: Public Relations and Marketing Communications Report	
Presenter Name and Title: Pam Lepley, Vice President, University Relations	
Responsible University Division: University Relations BOV Committee: University Resources	
Quest Theme(s) and Goal(s) to be Addressed:	
Key Presentation Messages [Limit presentation to 5 min]	<ol style="list-style-type: none"> 1. Dashboard Public Relations /Marketing 2. Public Affairs and Marketing Highlights/Issues
Governance Implications	N/A
Governance Discussion Questions	<ol style="list-style-type: none"> 1. 2. 3.
Next Steps for Management (Responsible Division Head; Timeframe for Action)	
Next Steps for Governance (Responsible Board Member; Timeframe for Action)	
Meeting Notes	[Leave Blank]

University Relations Dashboard FY 2017

Metric (as of Feb. 21, 2017)	Goal (Target)	Progress toward goal	% progress toward goal
Earned Media Hits*			
• Media Hits (total)	30,000	20,396	68%
• National	17,000	10,777	63%
Earned Media Impressions (in billions)	48B	28.6B	60%
Media Coverage Tone (positive/neutral)**	92%	86.1%	Below goal
Social Media VCU social media followers (target goal represents increase of 27,500 followers over FY 16 actual of 325,831)	353,365	339,338	96%
• VCU Social media impressions (in millions)	78.8M	42.9M	55 %
• VCU social media engagement (in millions)	6M	2.2M	36%
Owned Media			
• News Center visits (in millions)	1.0M	472,192	47%
• News Center page views	1.3M	609,158	47%
MIR Recruitment and Comprehensive Campaign paid media Impressions, all channels (in millions)	106.7M	81M	On Track

*Hits/Impressions do not include Athletics coverage, except where Athletics became news in itself

**Percentage of positive and neutral articles vs. negative.

Definitions: Impressions are the number of times content is displayed. Engagement is the number of interactions people have with content (e.g. likes, comments, shares, retweets, etc.). Followers are subscribers to an individual or organization social media account. Media hits are content passed by an editorial filter that is published/broadcast in traditional and digital media

Dashboard Highlights

Earned, owned and social media metrics are for the most part on track. Media coverage tone is improving in the third quarter, but still reflects the first half of the academic year's negative coverage of crime near VCU and protests.

Delivery of paid media impressions is on pace to deliver the full 106.7 million impressions for the FY 17 the Make it Real Recruitment and Comprehensive Campaigns. Click-through rates for digital advertising have continued to rise month over month, confirming that optimization strategies are working. Make it Real website activity is averaging nearly 19,000 sessions

Public Affairs and Marketing Highlights

- VCU's release of a study detailing its economic and cultural impact resulted in 30 media hits and nearly 14 million impressions. A news conference was covered by local print and broadcast media and picked up by the Associated Press. http://news.vcu.edu/article/New_report_details_VCUs_economic_and_cultural_impact_on_the_city_2
- President Rao's State of the University address in late January was "broadcast" on Facebook Live for the first time, reaching nearly 62,000 people, with 5,560 video views and more than 1,000 engagements. About 250 people attended the event in-person and a live webcast had nearly 470 views.

- The division launched the revised brand standards and posted all the core digital assets for use by VCU communicators. A new design system provides tools for all units to use in any communication to further create a consistent brand experience.
- The Division recently won four CASE District III awards. Three were grand (top) awards: crisis/issues management for Diversity and Inclusion; 2014-2015 annual report and the Make it Real campaign won the grand prize for total advertising. The division also received a merit award for social media strategy and execution for the “Fake Monday” campaign, which communicated an unusual change to the university’s class scheduling.

Issues

- President Rao and the university administration continue to hear from many members of the VCU community who are concerned about civil and human rights implications of recent executive branch actions, particularly those that affect immigrants, LGBTQ community members and others. The president has responded several times with communications that include emails to the entire VCU and VCU Health communities, social media and his blog. His [statement supporting the international community](#) reached nearly 78,000 individuals with nearly 7,900 engagements. In late February he issued an email to students, faculty and staff across the university and academic medical center affirming [VCU’s core values](#) and restating the university’s commitments to: “the freedoms of speech and peaceful assembly, the freedom to be proudly who you are, the freedom to pursue academic truths, the freedom to create and discover, the freedom to respectfully question and disagree and the freedom to listen to and learn from each other.”

DEVELOPMENT AND ALUMNI RELATIONS



Make it Real Campaign Summary Report

July 1, 2012 to July 1, 2020

Multiple Units

Gift Type	Dollars Raised	Donor Count
Cash, Undocumented Realized Bequests, In Kind Gifts and Pledges	\$372,664,494	79,787
Planned Gifts - Revocable	\$49,580,941	190
Planned Gifts - Irrevocable	\$3,619,316	20
Philanthropic Grants	\$53,288,941	224

Total Campaign Progress by Gift Type	\$479,153,692	80,009
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Source	Dollars Raised	Donor Count
Alumni	\$106,041,945	24,442
Friends	\$134,999,510	50,268
Corporations and Foundations	\$152,135,157	3,723
Other	\$85,977,080	1,576

Total Campaign Progress by Source	\$479,153,692	80,009
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Cash, Undocumented Realized Bequests, In Kind Gifts and Pledges – Includes the charitable deduction amount of all outright cash gifts, undocumented realized bequests, in kind gifts, and pledges.

Revocable Planned Gifts – Includes all planned gifts that can be unilaterally changed or undone by the donor. Examples may include charitable trusts, beneficiary designations and bequests in wills and revocable trusts. The donor’s date of birth must be before 7/1/1960.

Irrevocable Planned Gifts – Includes all planned gifts that cannot be unilaterally changed or undone by the donor. Examples may include charitable trusts, gift annuities, retained life estates, pooled income funds and certain insurance policy gifts. The donor’s date of birth must be before 7/1/1960.

Philanthropic Grants – Includes grants deposited through the Office of Sponsored Programs that have a charitable gift component per the university’s policy.

Alumni – Includes gifts from alumni constituents as well as any alumni constituent with a spousal soft credit.

Friends – Includes gifts from constituents who are not alumni as well as any non-alumni constituent with a spousal soft credit.

Corporations and Foundations – Includes gifts from an entity categorized as a corporation, foundation or family foundation in the database. Soft credits to/from corporations and foundations are not included.

Other – Includes gifts from an entity categorized as anything other than a corporation, foundation or family foundation in the database. These most often are organizations. Soft credits to/from organizations are not included.

Dollars Raised – Total of gifts received during the campaign period (7/1/2012 to 6/30/2020) or designated as reach back gifts per campaign policy.

Donor Count – Total number of donors from each gift type or source. Donors can give through more than one gift type so the counts will not necessarily add up to the total. Donors appear in only one gift source so the counts will match grand total. Includes soft credited spouse donors.